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Strategies for Creating Quality Managers Through Talent Management, Job Enrichment and Assessment

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Abstract: Literature review research on strategies to create quality managers through talent management, job enrichment, and assessment is a scientific literature article in the scope of human resource management science. The purpose of writing this literature article is to create a hypothesis related to the influence between variables which can later be used for further research in the scope of human resource management. The research approach used is descriptive qualitative. The data collection technique uses literature studies. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and is sourced from academic online media such as the Scopus Elsevier Journal, Emerald, Sage, WoS, Sinta Journal, DOAJ, EBSCO, Google Scholar, and digital reference books. The results of this literature review research are: 1) Talent Management plays a role in Creating Quality Managers; 2) Job Enrichment plays a role in Creating Quality Managers; and 3) Assessment plays a role in Creating Quality Managers.

Keywords: Quality Manager, Talent Management, Job Enrichment, Assessment

INTRODUCTION

In an increasingly competitive business world, an organization's success is strongly dependent on the quality of its leaders. Managers not only lead teams, but they also make strategic decisions that influence the organization's long-term direction and performance. However, developing great managers is a difficult task that necessitates a multidimensional approach that involves personnel management, job enrichment, and effective assessment (Susanto, Parmenas, et al., 2023). The basis of this issue is the necessity to identify and develop effective ways to increase the quality of managers in order to overcome existing problems and lead the business to success. Talent management is a critical component in developing competent managers. Many firms fail to identify and develop talent adequately, resulting in a shortage of managers capable of meeting the increasingly complex needs of the workplace (Gai et al., 2024). Employee engagement and commitment are key indications of effective personnel

management, yet they are sometimes disregarded. Employees that feel invested and dedicated to the organization perform better and are more eager to enhance their talents, especially managerial abilities. In addition, an effective recognition and incentive system is required to motivate and encourage employees to continue their development. However, many firms fail to provide proper acknowledgment, which leads to lower employee enthusiasm and performance (Mahaputra & Saputra, 2021).

Regarding the research conducted (Susanto, Setiawan, et al., 2024), quality managers come from those who have experienced a long experience process, related to planning, decision making and performance evaluation. Job enrichment is another key method for developing quality managers. Job enrichment is creating employment that make work more diverse and demanding, give employees more autonomy, and provide positive feedback. Task variation enables employees to develop the abilities required to be good managers. However, in many circumstances, jobs are designed in such a way that they become routine and boring, limiting skill growth and lowering job satisfaction. Employees' autonomy on the job is often constrained, preventing them from taking the initiative and making decisions that could improve their performance (Widodo, 2017).

Furthermore, constructive criticism is rarely offered consistently, leaving employees without the information they require to enhance their performance. Performance evaluation is the third critical component in developing quality managers. An effective appraisal system should be built on clear, objective criteria, take a thorough approach, and be executed regularly. Good assessments should contain constructive feedback and precise growth plans to help employees overcome their deficiencies while maximizing their strengths. However, many businesses have weak appraisal processes in place, with imprecise rating criteria, a lack of comprehensive approach, and insufficient appraisal frequency. Employees typically receive broad and unconstructive feedback, making it difficult for them to understand where they can improve. Furthermore, development plans are frequently inadequately created or implemented, leaving personnel with no clear direction for their growth (Widodo & Silitonga, 2017).

In this environment, strategies for developing quality managers should include the effective integration of personnel management, job enrichment, and performance appraisal. To build a climate conducive to managerial talent development, talent management should prioritize employee engagement, recognition and rewards, and work-life balance. Job enrichment should aim to provide task variety, autonomy, constructive feedback, task importance, and clear development prospects. Performance appraisals should be based on defined criteria, taken comprehensively, conducted regularly, and followed with constructive feedback and specific development plans (Aziz et al., 2021).

By using this holistic method, firms can develop managers who are not only technically and managerially competent but also possess integrity, ethics, adaptability, flexibility, and effective delegation and supervisory skills. These high-quality managers will be able to effectively lead their teams, make sound judgments, and significantly contribute to the organization's long-term success. Organizations that lack an effective plan for creating quality managers risk stagnation and losing competitiveness in an increasingly competitive economy.

Based on the background of the problem that has been described by the researcher above, the formulation of the problem is obtained to be used as a hypothesis for further research, including: 1) Does Talent Management play a role in Creating Quality Managers?; 2) Does Job Enrichment play a role in Creating Quality Managers?; and 3) Does Assessment play a role in Creating Quality Managers?.

METHOD

The research approach used is descriptive qualitative. Where analyzing previous studies that are relevant to this study, to obtain and develop hypotheses, which can be used for further

research. The data used in this study were obtained from academic media, reputable journals, and academic platforms such as Scopus Elsevier Journal, Emerald, Sage, WoS, Sinta Journal, DOAJ, EBSCO, Google Scholar, and digital reference books. A systematic literature review (SLR) is a careful and methodical effort in which all relevant research literature is identified, evaluated, and examined to provide answers to specific research questions. When conducting qualitative analysis, it is important to apply the literature review consistently under methodological assumptions. Due to its investigative nature, qualitative analysis is mostly carried out for this purpose, (Ali, H., & Limakrisna, 2013);(Susanto, Arini, et al., 2024).

RESULT AND DISCUSSION

Result

The following are research findings taking into account the context and problem formulation:

Quality Managers

Quality managers possess a unique set of abilities, knowledge, and attitudes that allow them to effectively and efficiently lead a team or organization. They can communicate effectively, make informed decisions, and inspire and drive their teams. In addition, quality managers have high integrity, a strong work ethic, and the ability to adapt to change and challenges. They are also good at planning, organizing, delegating duties, and managing team performance. Their performance is judged not only by meeting company goals, but also by their ability to develop team members' potential and foster a happy and productive workplace environment. Quality managers recognize the need for continual learning and feedback for self-improvement, and they can work effectively in a variety of economic and social environments (Sitanggang et al., 2022).

Dimensions or indicators that include the Quality Manager variable include: 1) Effective Communication: The ability to deliver knowledge and listen to team input; 2) Decision Making: The capacity to make suitable and timely decisions based on the analysis of available information; 3) Integrity and Ethics: Display honest, transparent behavior and follow ethical norms; 4) Adaptability and Flexibility: The ability to adjust to change and meet new problems calmly; and 5) Delegation and Supervision: The capacity to allocate responsibilities effectively while also monitoring team progress and performance (Asdini et al., 2022).

Quality Manager is relevant to previous research that has been studied by: (Makhromi & Budiono, 2019), (Rumbarar et al., 2019), (Emiyani & Rusmana, 2024), (Susanto, Setiawan, et al., 2024).

Talent Management

Talent management is a systematic process within an organization that seeks to attract, develop, motivate, and retain employees with exceptional skill and potential. It encompasses methods and processes such as recruiting, training and development, performance management, and leadership succession (Susanto & Rony, 2023). The primary goal of talent management is to guarantee that the organization has the proper people with the skills and competencies required to meet long-term business objectives. Talent management also entails developing a work climate that encourages personal growth and development, which boosts employee retention and organizational competitiveness (Parmenas et al., 2021). With efficient personnel management, firms can maximize their employees' contributions, foster a high-performance culture, and predict and meet future demands (Al Rinadra et al., 2023).

Dimensions or indicators that include the Talent Management variable include: 1) Engagement and Commitment: Enhancing employee engagement and commitment to organizational goals; 2) Recognize and reward employees for their contributions and successes; 3) Work-life balance: Creating an environment that encourages work-life balance; 4) Recruitment and Selection: The process of attracting and choosing individuals with potential who are compatible with the organization's culture;

and 5) Performance Management: A system for analyzing and monitoring employee performance by organizational objectives (Pahrudin & Jalaludin, 2022).

Talent Management is relevant to previous research that has been studied by: (Elia Sjachriatin, 2019), (Efendi, 2021), (Susanto, Sawitri, et al., 2023), (Cahyani et al., 2023).

Job Enrichment

Job enrichment is a method of job design that tries to boost employee job satisfaction and motivation by incorporating features that make work more interesting and difficult. This can involve increasing task variety, giving employees more responsibility, providing opportunities to develop new skills, and enhancing job autonomy. Job enrichment makes employees feel more involved and in their work, boosting performance and productivity. In addition, job enrichment can assist in reducing turnover and absenteeism while increasing employee dedication and loyalty to the firm. It also offers employees opportunities for personal and professional development, preparing them for future positions and responsibilities (Sutisna & Rohaeti, 2022).

Dimensions or indicators that include the Job Enrichment variable include: 1) Task Variety: Increasing the quantity and types of jobs performed by employees to avoid monotony; 2) Job Autonomy: Providing employees with more freedom and responsibility in making work decisions; 3) Feedback: Providing consistent, constructive feedback on job performance; 4) Task Significance: Increasing employee comprehension of how their work contributes to the organization's overall goals; and 5) Opportunities for Development: Allowing employees to develop new skills and take on new challenges (Silitonga et al., 2017).

Job Enrichment is relevant to previous research that has been studied by: (Zainal et al., 2019), (EGBE, 2023), (Tumi et al., 2022).

Assessment

Assessment is a systematic method of assessing and evaluating employee performance against organizational goals and standards. Annual performance evaluations, 360-degree assessments, and competency assessments are all possible techniques. The goal of an appraisal is to give employees positive criticism, identify areas for improvement, and plan suitable career development and training. It also enables managers to make better decisions about internal promotions, salary, and talent management. With accurate assessments, firms may verify that employee performance is in line with corporate goals and needs, as well as foster a culture of transparency and responsibility. Effective assessments consider not only the end result, but also the methods and behaviors that people engage to obtain those goals (Yulistina et al., 2024).

Dimensions or indicators that include the Assessment variables include: 1) Assessment Criteria: Define the standards and criteria used to evaluate employee performance; 2) Assessment approaches: Employing a range of approaches, including annual performance evaluations, 360-degree assessments, and job satisfaction surveys; 3) Assessment Frequency: Conducting evaluations on a regular basis (monthly, quarterly, annual) to monitor employee performance and development; 4) Constructive comments: Providing precise, constructive comments to help employees understand their strengths and areas for improvement; and 5) Development Plan: Creating a development plan based on assessment results, including training, mentorship, and career development opportunities (Sjarifudin et al., 2023).

The assessment is relevant to previous research that has been researched by: (Soesanto et al., 2023), (Supardi, 2018), (Bhattacharya et al., 2023), (Dennis, 2004).

Previous Research

Based on the above findings and previous research, the research discussion is formulated as follows:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities with this article	Differences with this article
1.	(Pahrudin & Jalaludin, 2022)	-Talent management variables play a role in the quality of service for logistics employees at Abdul Radjak Hospital, Purwakarta -Talent management variables play a role in the quality of managers at Abdul Radjak Hospital, Purwakarta	-This article has similarities in examining the talent/talent management variable as the independent variable, and examining the manager quality variable as the dependent variable.	-The difference with previous research is in the quality of logistics employee service which is the dependent variable.
2.	(Sutisna & Rohaeti, 2022)	-Job stability variables affect manager quality -Job enrichment variables affect manager quality -Job stability variables affect employee commitment -Job enrichment variables affect employee commitment	-This article has similarities in examining the job enrichment variable as the independent variable, and examining the manager quality variable as the dependent variable.	-The difference with previous research is in the employee commitment variable which is the dependent variable, and the job stability variable is the independent variable.
3.	(Asdini et al., 2022)	-Performance assessment variables influence the quality of managers at PT Pos Indonesia using the WASPAS method	-This article has similarities in examining the assessment variables in its independent variables, and examining the manager quality variables in its dependent variables.	-The difference with previous research is that the research object was conducted at PT Pos Indonesia.

Discussion

Based on the background of the problem, research objectives, problem formulation, indicators or dimensions and related previous research, the discussion of this literature research is as follows:

1. The Role of Talent Management in Creating Quality Managers

Talent management is critical in building quality managers through a number of strategic initiatives aimed at maximizing the potential of individuals inside the firm. Employee engagement and commitment are critical components of talent management because they make employees feel valued and important to the firm. High engagement fosters successful communication because engaged employees are more willing to share knowledge and feedback. Strong dedication also improves decision-making abilities, since devoted individuals have a better awareness of the organization's goals and how to attain them, which is a hallmark of quality management.

Recognition and rewards play a significant part in the development of quality managers. Organizations promote positive behavior and motivation by acknowledging employees' accomplishments and efforts. Managers who receive frequent acknowledgment are more confident in their decision-making abilities and more determined to uphold high ethical standards. Rewards also promote adaptability and flexibility because employees understand that the firm values innovation and adaptability to change. Furthermore, adequate rewards

assist managers in developing effective delegation and supervision skills, ensuring that activities are spread fairly and monitored effectively.

Work-life balance is an important aspect in talent management, and it helps to develop competent managers. Organizations that promote work-life balance minimize stress and boost job happiness, which has a direct impact on manager performance. Managers who maintain a healthy work-life balance are better able to adapt to change and show flexibility in the face of obstacles. They are also more effective at delegating and supervising because they possess the enthusiasm and focus required to monitor and manage team performance. A strong work-life balance also allows managers to communicate more effectively because they are not burdened with extreme fatigue, which can impair their ability to listen and deliver clear guidance.

The recruiting and selection process in talent management heavily influences the quality of managers recruited by the firm. Using a competency-based selection process ensures that candidates possess the necessary skills and beliefs. Candidates who go through a productive recruitment process usually have good communication skills, decision-making abilities, and a strong work ethic. They are also more versatile and flexible, with strong delegation and supervisory skills. A strong selection process guarantees that the managers chosen have the opportunity to advance within the firm, making them great long-term assets.

Another key component of talent management is performance management, which contributes to the development of quality managers. Organizations may help managers learn and enhance their performance by establishing clear goals and providing constructive feedback. Regular assessments and continuous training are essential components of effective performance management, as they help managers to improve their communication, decision-making, and adaptation abilities. A strong performance management system promotes integrity and ethics by rewarding individuals who uphold these ideals in their job. Furthermore, performance management enables managers to learn good delegation strategies, allowing them to efficiently allocate responsibilities and effectively monitor team performance.

Overall, good talent management is critical for developing high-quality managers. Organizations can develop managers with effective communication, good decision-making skills, strong integrity and ethics, and the ability to adapt and delegate tasks efficiently by emphasizing employee engagement and commitment, recognition and rewards, work-life balance, proper recruitment and selection, and good performance management. Such managers may not only lead their teams to success, but also help the firm accomplish its overall strategic goals.

2. The Role of Job Enrichment in Creating Quality Managers

Job enrichment is essential for developing quality managers by implementing a variety of factors meant to improve job happiness and performance. One of the most important aspects of job enrichment is task diversity, which allows employees to participate in a variety of demanding and unique tasks. Employees can learn crucial skills like effective communication and decision-making by being assigned a variety of jobs. Managers who have experience with a variety of activities are more flexible and adaptable because they have been exposed to circumstances requiring critical thinking and problem solving.

Job autonomy is also an important component of job enrichment, contributing to the development of quality managers. Employee autonomy provides them with the freedom and responsibility to make work-related decisions. This not only promotes ownership and motivation, but also strengthens decision-making abilities. Managers who have autonomy at work are more likely to take the initiative and act proactively, both of which are essential signs of effective leadership. Furthermore, job autonomy promotes integrity and ethics since employees are trusted to handle their responsibilities fully.

Feedback is another critical component of job enrichment that contributes significantly to the development of quality managers. Employees benefit from constructive and regular feedback, which helps them recognize their strengths and areas for progress. Managers who receive regular feedback are more successful communicators because they learn how to deliver and receive information in a clear and constructive manner. Feedback also helps managers develop their decision-making skills since it provides them with the information they need to make data-driven judgments based on previous experience. Furthermore, timely and detailed feedback helps managers improve adaptation and flexibility by allowing them to quickly modify their ideas and tactics in response to new information.

Task significance is another part of work enrichment that aids in the development of quality managers. When employees believe that their duties are important and have a substantial impact on corporate goals, they become more motivated and dedicated. Managers who grasp the importance of their tasks are more likely to have high integrity and ethics because they comprehend that their actions affect the entire organization. This sense of significance also motivates them to communicate more effectively, as they want to ensure that every team member appreciates the value of their work. Furthermore, managers who understand the importance of their responsibilities are better at delegating and monitoring, since they want to ensure that critical activities are completed successfully by the appropriate team members.

Opportunities for advancement are an essential component of job enrichment in order to produce quality managers. When firms give opportunities for professional and personal development, people can continue to hone their abilities and learn new ones. These development possibilities include training, workshops, and mentoring, all of which help to improve communication, decision-making, and adaptability. Managers who participate in ongoing development programs are more adaptable in the face of change and better prepared to lead their teams through difficult situations. Furthermore, with growth possibilities available, managers can acquire more efficient delegation and supervision practices, allowing them to maximize their teams' productivity and efficiency. Overall, work enrichment through task variety, autonomy, feedback, task significance, and opportunity for growth are critical in developing quality managers. Organizations can develop managers with effective communication, good decision-making skills, strong integrity and ethics, and the ability to adapt and delegate tasks efficiently by giving employees diverse and challenging experiences, the freedom to make decisions, constructive feedback, an understanding of the importance of their tasks, and opportunities for growth. Such managers are capable of not only leading their teams to success, but also making substantial contributions to the attainment of the organization's overarching strategic objectives.

3. The Role of Assessment in Creating Quality Managers

Performance appraisal is an important tool for developing quality managers, with factors such as assessment criteria, assessment approach, frequency of assessment, constructive comments, and development plans all working together to achieve these objectives. Clear and well-defined assessment criteria guarantee that managers are evaluated against objective standards pertinent to their positions. These requirements include communication abilities, decision-making ability, integrity, ethics, flexibility, and success in delegating and supervision. Organizations that use precise criteria can deliver accurate and fair assessments, allowing managers to evaluate areas for improvement and appreciate their strengths.

A comprehensive and systematic assessment strategy is essential for producing quality managers. This technique can incorporate a variety of methods, including 360-degree assessments, competency-based performance reviews, and objective-based assessments. The 360-degree strategy, for example, enables managers to obtain feedback from superiors, peers, and subordinates, resulting in a more full picture of their performance. This technique assists

managers in developing more effective communication skills by providing insight into how different parties perceive their interactions. Furthermore, competency-based evaluations assist managers grasp the precise abilities required for their function, whereas objective-based exams keep them focused on attaining corporate goals.

The frequency of assessments is also critical for ensuring that managers receive consistent and timely feedback. Regular assessments, such as quarterly or semi-annually, enable firms to track managers' progress over time. This regularity guarantees that problems are discovered and handled early on, allowing management to make necessary changes in a timely way. Regular assessments also promote managers' adaptability and flexibility because they are constantly updated on their performance and directed to enhance their skills in response to changing organizational demands.

Constructive feedback is an important part of an efficient appraisal process. Specific, constructive feedback offered in a favorable manner might encourage managers to continue developing themselves. Constructive feedback not only identifies areas for growth, but also recognizes the manager's accomplishments and abilities. This can increase managers' drive and self-confidence, which are required for successful decision-making and confident leadership. Constructive feedback helps managers develop integrity and ethics by teaching them to align with organizational ideals and maintain professional standards.

A development plan based on the evaluation results is a key step in ensuring that managers follow a defined route for growth and progress. The strategy should include clear goals, action stages, and the resources required to achieve them. With a development plan in place, managers may concentrate on developing their communication, decision-making, and delegation skills. The plan should also include coaching and mentoring to assist managers in overcoming their deficiencies and maximizing their abilities. A effective growth plan also helps managers adapt to change and be flexible in the face of new problems. Overall, an assessment process with defined criteria, a comprehensive approach, suitable frequency, constructive comments, and an effective development plan is critical for developing quality managers. Effective assessments help managers improve their communication skills, make more informed decisions, and maintain a high level of integrity and ethics. Furthermore, regular and constructive assessments encourage managers to continue to adapt and be flexible in the face of change, as well as to enhance their delegation and supervision abilities. Thus, systematic and successful assessments not only improve individual managers' performance, but also add to the organization's long-term success.

Conceptual Framework

The conceptual framework is determined based on the formulation of the problem, research objectives and previous research that is relevant to the discussion of this literature research:

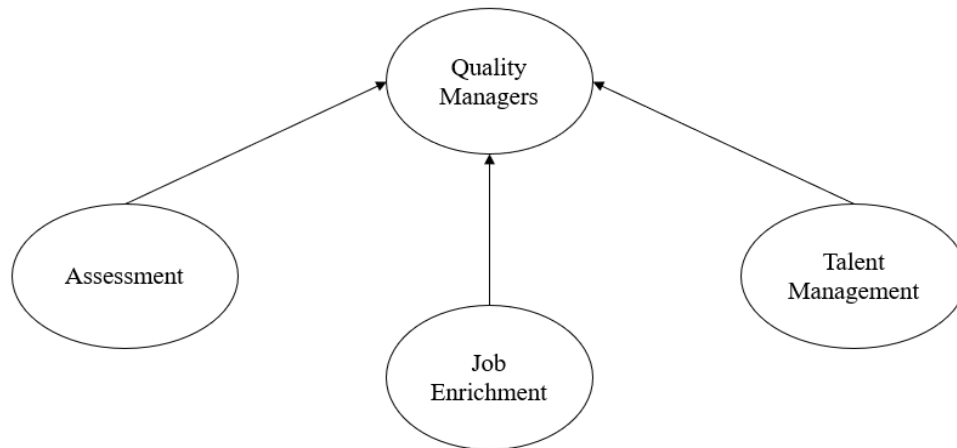


Figure 1. Conceptual Framework

Based on Figure 1 above, talent management, job enrichment, and assessment play a role in creating quality managers. However, in addition to the variables of talent management, job enrichment, and assessment that affect quality managers, there are other variables that influence, including:

- 1) Education: (Susanto, 2021), (Munawar & Mahaputra, 2022), (Elmi et al., 2020), (R. Saputra, 2023).
- 2) Training: (Jumawan et al., 2023), (Susanto, Soehaditama, et al., 2023), (Adhi & Aima, 2021), (FoEh et al., 2021).
- 3) Organizational Culture: (Susanto, Simarmata, et al., 2024), (Ali et al., 2022), (Putri et al., 2023), (F. Saputra et al., 2024).

CONCLUSION

Based on the formulation of the problem, the results and the discussion above, the conclusion of this study is that:

1. Talent Management plays a role in Creating Quality Managers;
2. Job Enrichment plays a role in Creating Quality Managers; and
3. Assessment plays a role in Creating Quality Managers.

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